

FACTS AND INFORMATION ABOUT THE CITY OF SALISBURY, NORTH CAROLINA

LOCATION

Salisbury, the county seat of Rowan County, is located in the heart of the beautiful Piedmont area, the industrial heart of the State. Salisbury is located midway between Charlotte and Winston-Salem, 280 miles from Atlanta, Georgia and 360 miles from Washington, D.C.

CLIMATE

The climate of the Salisbury area is moderate, a definite advantage to those who live and work here. The massive mountains of Western North Carolina form a natural barrier against the cold east-west winds. While definitely southern in climate, Salisbury is far enough north, and has sufficient altitude to escape the humid summers of many other southern regions. Extremes in climate are very rare and short-lived. In winter the high temperature is about 50 degrees, with a low around 32 degrees. The total snowfall is normally about 6 inches each year. In the summer, the high averages about 87 degrees, with a low of 66 degrees.

POPULATION

The City of Salisbury has been slowly increasing its population over the past few years. This is due to both annexations and internal growth stimulated by the local economy. Population currently is estimated to be 28,249 based upon the NC Office of State Planning.

HISTORY

Scotch-Irish, who originally settled in Lancaster County, Pennsylvania, moved down the "Great Wagon Road" 435 miles to Trading Ford on the Yadkin River to become the first settlers in Rowan County.

The County of Rowan was established in 1753. At this time, Rowan included all territory north to Virginia and east to what we know now as Guilford County and west to the mountains. Eventually, 26 counties were formed from Rowan. Rowan County was named for Matthew Rowan, acting governor for the colony in 1753.

The deed for Salisbury is dated February 11, 1755. The court center, called prior to this time Rowan Court House, was a bustling little village of seven or

eight log cabins, a courthouse, jail and pillory, according to Governor Arthur Dobbs who visited here in late 1755.

The Court House dates to 1753 and consists of deeds, marriages, and miscellaneous records of value. Papers formerly in the Clerk's Office such as the early court minutes are stored at the State Department of Archives in Raleigh. Familiar names in American history adorn these records.

Andrew Jackson, Archibald Henderson, William R. Davis, Daniel Boone, Lord Cornwallis, Richard Caswell and many other prominent local families as the Barkleys, Hoovers, and Polks, all ancestors of presidents or vice-presidents, appear time and again in the deeds and court minutes of the county.

Henderson Law Office



Two years before the national Declaration of Independence and one year before the Mecklenburg Declaration of Independence, a group of patriotic citizens of Rowan County, serving as a Committee of Safety, on August 8, 1774, adopted the Rowan Resolves containing the pioneer element toward liberty and independence from Britain. These resolves reached the highest note of any passed in the colony in calling for the abolishment of the African Slave trade and urging the colonies to "unite in an indissoluble union and association". These resolves are located in the State Archives and are the only ones of the many passed in this period that are preserved.

So many legends and lifestyles have been passed down over the passage of time. Daniel Boone began his exploration of the Blue Ridge Mountains from here in Salisbury. Near the present-day library is the

small office where Andrew Jackson studied law and was admitted to the bar before he moved westward.

For all the struggles and hardships our ancestors endured, they have provided Salisbury with character and a rich heritage.

GOVERNMENT

The City of Salisbury's government is organized according to the Council-Manager form of government. The City Council, which formulates policy for the Administration of the City, together with the Mayor, constitutes the governing body of the City. The five members are elected to serve two year terms of office. The Mayor is elected from the five Council members. The Mayor presides at City Council meetings. Also, a Mayor Pro Tem is elected by City Council members from the five to serve as Mayor during her absence or disability.

The City Council appoints the City Manager to serve as the City's Chief Executive Officer. The City Manager is responsible for implementing the policies of the City Council, directing business and administrative procedures, and appointing departmental officers. At the present time, the City Manager is assisted by the City Clerk and eight staff departments: Finance, Human Resources, Fire, Police, Land Management and Development, Public Services, Parks and Recreation, and Utilities. The City provides a full range of municipal services allowable under State law including law enforcement, fire protection, zoning and code enforcement, recreation centers and parks, cemeteries, street maintenance, sanitation, and water and sewer systems.

The City of Salisbury is a separate legal entity from Rowan County as permitted by the State of North Carolina. The City is independent of county government, but does provide some overlapping services such as police protection and recreational facilities. The county, not the city, is held responsible by State Statutes to provide health and social services and court services.

UTILITIES

Salisbury operates its own water and sewer system named Salisbury-Rowan Utilities (SRU). The Yadkin River, which forms the northeast boundary of Rowan County, provides Salisbury with an abundant supply of good water. The average daily flow is nearly 2 billion gallons per day, and the minimum, recorded one-day flow is 150 million gallons. SRU water system, conventional in design and closely controlled, has a current treatment

capacity of 12 million gallons per day (MGD). Average daily usage during 2003 was 6.04 MGD. The City completely renovated the filtration system in 1999 to increase the capacity of the filtration system to 18 MGD and is currently finishing a high-rate sedimentation pre-treatment process that will have an ultimate capacity of 24 MGD. An arterial system of distribution mains has been constructed to provide maximum fire protection to all parts of the city.

Additionally, SRU water system supplies the following towns in Rowan County: Spencer, East Spencer, Granite Quarry, China Grove, Landis and portions of Kannapolis. Salisbury's water is fluoridated on a continuing basis and meets all Federal and State quality requirements.

Salisbury's four wastewater treatment facilities serve as the area's regional wastewater utility with service expansion to the towns of Landis, China Grove, Spencer, East Spencer, Granite Quarry and Rockwell, as well as providing service along a section of US Highway 70. The Town of Faith is in the final stages of completing a sanitary sewer project, with Salisbury-Rowan Utilities scheduled to eventually treat its wastewater discharge. Total current treatment capacity is 12.5 MGD. Average daily wastewater flow during calendar year 2003 was 4.81 MGD.

Duke Energy, Piedmont Natural Gas, Bellsouth, CTC, and Time Warner Cable, are providers of other utilities.

TRANSPORTATION

Salisbury, near the geographic and population center of North Carolina, is located on Interstate 85, 42 miles from Charlotte, 52 miles from Greensboro and 39 miles from Winston-Salem. It is the crossroads of I-85, U.S. 29, 52, 70, 601 and N.C. 150. Over 3.5 million people live within 90 miles of Salisbury, 1.75 million within 55 miles and 60% of the population of the United States within an overnight truck haul. The seaports of Wilmington, Morehead City, Charleston, and Norfolk are less than a one-day truck haul away.

Rowan County Airport, three (3) miles from downtown Salisbury, has a 5,500 ft. x 100 ft. paved and lighted runway. Hangar space and private plane servicing are available.

Two major commercial airports are within a one-hour drive of Salisbury, Charlotte-Douglas International in Charlotte and Piedmont Triad International (PTI) in Greensboro. With the planned

construction of the new FedEx package-sorting facility at PTI, Salisbury is well positioned for providing local businesses a critical link in their logistics chain. Additionally, these airports provide regular air passenger service to all parts of the United States via AirTran, American, Continental, Delta, United and US-Airways. There are also non-stop, international flight options available from these airports to Frankfurt, London and San Juan, among other global destinations.

Greyhound provides bus service to Salisbury with daily arrivals and departures. Local bus service is provided by the City's Transit System.

The Depot



Amtrak provides rail transportation with service on the Piedmont and Carolinian from New York City to Charlotte, North Carolina. Arrivals and departures are from The Depot, a renovated station of the Salisbury Railroad Station Depot, originally built in 1907.

HOTELS

An ideal area for meetings and conventions, Salisbury has fourteen hotels, with almost 1,100 rooms, and two bed and breakfast establishments in our historic district.

EDUCATION

Salisbury is home to two colleges and one technical school. Catawba College was founded in Newton, North Carolina in 1851, and opened in Salisbury in 1925. Catawba College has thirty (30) buildings comprising a physical plant unsurpassed in the East for a college of this size and style. It has a total enrollment of approximately 1,500 Liberal Arts students and is affiliated with the United Church of Christ.

Livingstone College was founded in 1879, and has approximately 1,000 Liberal Arts students. It is supported by the African Methodist Episcopal Zion

Church; Hood Theological Seminary is located at Livingstone.

Rowan-Cabarrus Community College offers two-year educational programs leading to the associated degree in applied science. In addition, one-year diploma programs are offered in five fields. There is a total enrollment of approximately 4,700 full-time students.

There is also one Beauty College in Salisbury. In addition to the public school facilities, there are several private schools.

ARTS AND ENTERTAINMENT

The outstanding programs of Catawba and Livingstone Colleges and the other colleges in the area significantly enrich the cultural atmosphere of the Salisbury area. Each year the Catawba College Shuford School of Performing Art brings a minimum of four musical events to Salisbury. Catawba's fine Drama department offers several professional type drama productions each year. Livingstone College also has a cultural series that brings artists to the community as well as an excellent drama group, The Julia B. Duncan Players.

The Piedmont Players, a community theater organization, provides excellent entertainment as well as a chance to participate in both its acting and technical activities. They have completely restored the historic Meroney Theater, built in 1905, for their home. They present five shows each season. In addition to these five shows, all fourth and fifth graders in the Rowan-Salisbury School System attend the theater for an annual production that the Piedmont Players have cast entirely with children.

The Salisbury-Rowan Symphony, consisting of musicians from the area, presents four concerts each season. In addition to participation in the regular concert series, the string quartet of the Salisbury Symphony visits the elementary schools to present programs. The object of this mini-concert series is to give the students some knowledge of music and historical composers.

Rowan-Cabarrus Community College participates in the North Carolina Visiting Artist Program. Each year a professional artist is employed and in residence at the college. Concerts and musical programs are provided regularly by many artists throughout the state as well as the Visiting Artist. In addition, Rowan-Cabarrus Community College sponsors a Folk Heritage Center. This center serves as a network for professional and local folk artists

and presents classes, concerts, and other folk artist activities for the general public.

COMMUNITY FACILITIES

The Salisbury Post serves Salisbury daily. Four radio stations provide for local programming. WBTV has a satellite newsroom located in Salisbury. Local reception provides coverage of all major networks in addition to cable television facilities.

PARKS AND RECREATION

A full-time year-round recreation staff offers activities for both young and old. In addition to organized activities, the City provides fifteen parks and four recreation facilities for general use by the public. City Park has a large playground, six tennis courts, a two-acre lake for fishing, two picnic shelters and a Recreation Center that offers programs/classes throughout the year. Salisbury has a Civic Center with four indoor racquetball courts, large multi-purpose room, four clay tennis courts, picnic shelter and a paved walking trail.

City Park



Kelsey-Scott Park, located on Old Wilkesboro Road is a twenty-two-acre park, which includes a nine-hole disc golf course, a baseball/softball field, outdoor basketball courts, and two picnic shelters and a play structure. The Jaycee Sports Complex is a multi-use area with three ball fields. The Miller Recreation Center located on West Bank Street has a playstructure and offers programs throughout the year.

The Salisbury Community Park and Athletic Complex on Hurley School Road opened in April 2001 and the current amenities include four soccer fields, five baseball/softball fields, three picnic shelters, two playstructures, two picnic decks and a nine-acre lake suitable for fishing and equipped with a handicap accessible pier.



Ball field at the Community Park

SPECIAL EVENTS

Each year, the Salisbury-Rowan Chamber of Commerce presents the National Sportscasters and Sportswriters Awards Program with outstanding guests from across America in attendance.

Parks & Recreation Summer Camp



MISCELLANEOUS STATISTICS

Public Safety:		Area - Square Miles	19.9
Number of Fire Stations	3	Miles of Streets	214
Number of Police Stations	1	Regional Utilities Department:	
Recreation Facilities:		Number of Customers	15,700
Number of Parks	14	Miles of Water Line	465
Number of Recreation Centers	4	Miles of Sewer Line	480
Number of Tennis Facilities	2	Number of Cemeteries	7
Number of Acres	505	Business Licenses Issued Last Year	1,693
Greenway Miles	1.5		

TAX BASE FOR THE CITY OF SALISBURY ASSESSED VALUE OF TAXABLE PROPERTY FOR THE LAST TEN FISCAL YEARS

Fiscal Year					
Ended		Real Property	Personal	Public Service	Total
June 30,			Property	Property	
2006	¹	\$1,800,964,572	\$455,564,032	\$62,075,904	\$2,318,604,508
2005	¹	1,736,220,169	420,799,528	61,461,291	2,218,480,988
2004		1,686,507,911	419,625,418	65,288,150	2,171,421,479
2003		1,399,477,044	398,430,259	64,817,634	1,862,724,937
2002		1,381,515,869	405,754,659	67,540,438	1,854,810,966
2001		1,337,944,798	417,818,187	64,805,231	1,820,568,216
2000		1,287,042,497	409,874,134	67,811,314	1,764,727,945
1999		1,042,366,457	382,196,263	57,889,345	1,482,452,065
1998		967,242,955	357,072,088	57,825,316	1,382,140,359
1997		933,861,596	328,554,542	56,458,430	1,318,874,568

¹Estimated

Note: The levy of property taxes each year is based on the assessed value of taxable property as of January 1 preceding the beginning of the fiscal year on July 1. All taxable property is assessed at one hundred percent (100%) of its estimated value at time of revaluation. Revaluation of real property, required at least every eight years, was completed for the levy of taxes in the year ended June 30, 2004 and will be revalued again for the FY2008 assessment. The assessment of taxable property being assessed after revaluation is accomplished in accordance with North Carolina G.S. 105.287.

SCHEDULE OF PRINCIPAL TAXPAYERS FOR THE CITY OF SALISBURY**For the Year Ended June 30, 2004**

Business	Type of Enterprise	2003 Assessed Valuation	Percentage Value of Total
Food Lion, Inc.	Commercial	\$ 96,857,552	5.22%
Belle Realty Co.	Real Estate	27,876,801	1.50%
Heritage Realty Limited Partnership	Real Estate	27,314,405	1.47%
ICI Americas	Industrial	26,871,138	1.45%
Norandal USA	Industrial	26,068,831	1.41%
Duke Energy Corp.	Utility	24,028,775	1.30%
Bellsouth Telephone	Communication	19,018,181	1.03%
Salisbury Mall Ltd.	Commercial	15,043,674	0.81%
Rowan Regional Medical Center	Hospital	12,877,293	0.69%
FHD 4, LLC	Real Estate	11,547,489	0.62%
Totals		<u>\$ 287,504,139</u>	<u>15.50%</u>

Source: Comprehensive Annual Financial Report, Fiscal Year ending June 30, 2004

DEMOGRAPHIC STATISTICS CITY OF SALISBURY**For the Year Ended June 30, 2004**

Fiscal Year	Population Estimate	Per Capita Income	Median Age	Unemployment Rate
2004	28,199	\$19,626	37.5	10.2%
2003	28,199	19,433	37.3	5.7%
2002	26,559	19,241	37.3	5.7%
2001	26,462	18,864	37.1	6.5%
2000	27,500	23,634	38.8	3.8%
1999	26,792	22,509	38.7	3.4%
1998	26,884	21,631	38.5	3.0%
1997	26,177	20,787	38.3	2.9%
1996	24,543	19,976	38.1	3.6%
1995	25,444	19,165	37.9	3.8%

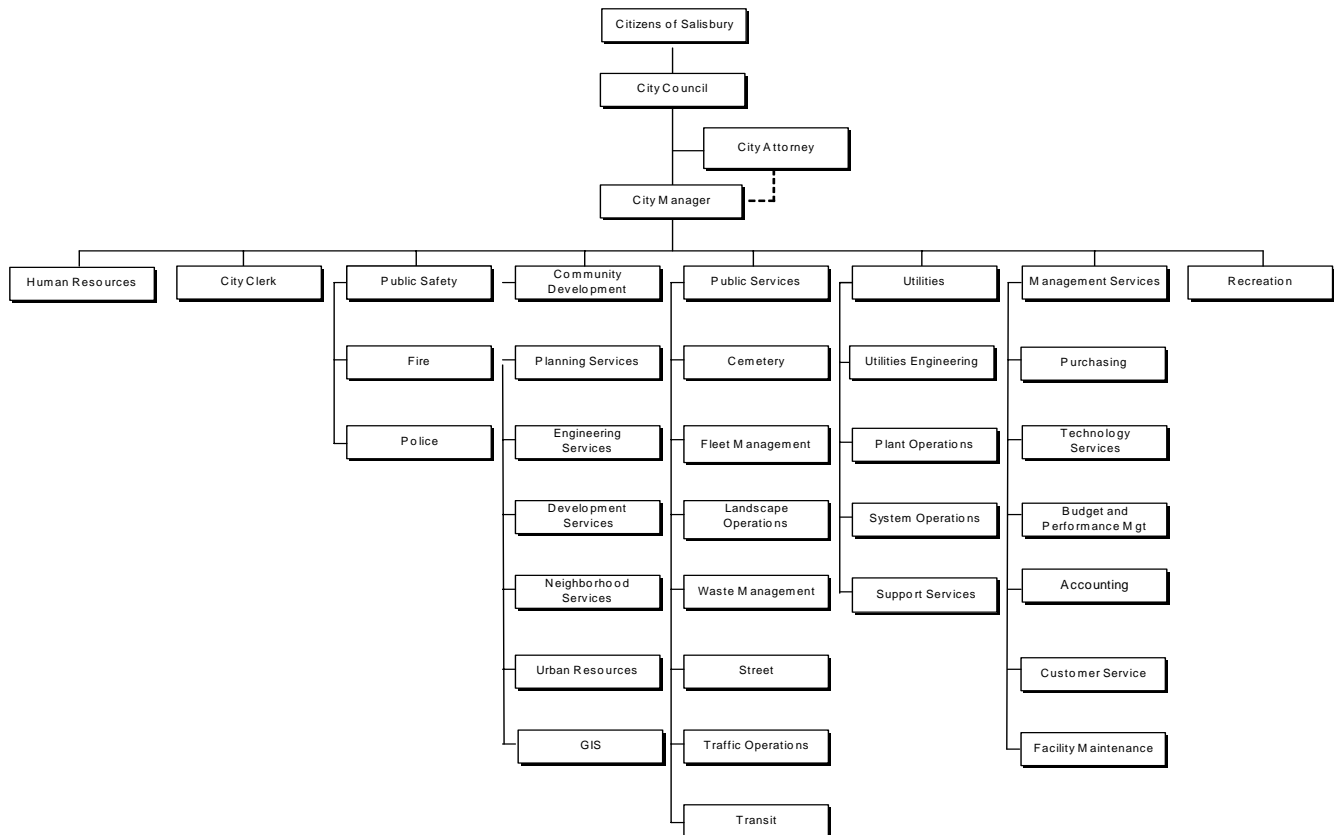
Source: Comprehensive Annual Financial Report, Fiscal Year ending June 30, 2004

CITY OF SALISBURY
LIST OF PRINCIPAL OFFICIALS
 May 1, 2005

Mayor
 Mayor Pro Tem
 Council Member
 Council Member
 Council Member
 City Manager
 Assistant City Manager for Utilities
 Fire Chief
 Land Management & Development Director
 Information Technologies Manager
 Police Chief
 Purchasing Manager
 City Clerk
 Public Services Director
 Finance Director
 Human Resources Director
 Deputy Utilities Director
 Parks and Recreation Director

Susan W. Kluttz
 Paul B. Woodson, Jr.
 William R. Burgin
 William R. Kennedy
 Mark N. Lewis
 David W. Treme
 H. Matthias Bernhardt
 Robert A. Parnell
 Dan Mikkelson
 C. Michael Crowell
 L. Mark Wilhelm
 Dewey D. Peck
 Myra B. Heard
 Vernon E. Sherrill
 John A. Sofley, Jr.
 Melissa H. Taylor
 John C. Vest
 Gail Elder-White

ORGANIZATIONAL CHART



CITY OF SALISBURY
SUMMARY OF POSITIONS BASED ON HEADCOUNT FOR FY 2004 - 2006

	<u>APPROVED</u> <u>FY 2003-04</u>	<u>APPROVED</u> <u>FY 2004-05</u>	<u>REQUESTED</u> <u>FY 2005-06</u>	<u>RECOMMENDED</u> <u>FY 2005-06</u>	<u>APPROVED</u> <u>FY 2005-06</u>
GENERAL FUND					
City Council	5.0	5.0	5.0	5.0	5.0
Management & Administration	7.0	7.0	7.0	7.0	7.0
Human Resources	6.0	6.0	8.0	6.0	6.0
Management Services	16.0	17.5	20.5	20.5	18.5
Information Technologies	8.0	8.0	9.0	8.0	8.0
Purchasing	2.0	2.0	2.0	2.0	2.0
Facilities Management	-	5.0	7.0	6.0	6.0
Planning & Community Development	7.0	5.0	6.0	5.0	5.0
GIS	-	1.0	2.0	1.0	1.0
Development Services	5.0	5.0	6.0	5.0	5.0
Engineering	4.0	6.0	7.0	7.0	7.0
Police	107.0	106.0	108.0	108.0	108.0
Fire	68.0	68.0	81.0	78.0	78.0
Public Svcs-Administration	4.0	4.0	4.0	4.0	4.0
Public Svcs-Traffic Operations	8.0	8.0	8.0	8.0	8.0
Public Svcs-Streets	31.0	23.0	24.0	24.0	24.0
Public Svcs-Cemetery	6.0	6.0	6.0	6.0	6.0
Public Svcs- Solid Waste Management	10.0	10.0	11.0	11.0	11.0
Public Svcs-Waste Management-Other	-	8.0	8.0	8.0	8.0
Public Svcs-Landscape Operations	12.0	12.0	13.0	12.0	12.0
Public Svcs-Landscape-Hurley Park	3.0	3.0	3.0	2.0	2.0
Public Svcs-Fleet Management	11.5	11.5	11.5	11.0	11.0
Parks and Recreation	56.0	56.0	58.0	56.0	56.0
TOTAL	381.5	383.0	415.0	400.5	398.5
WATER AND SEWER FUND					
Utility Management	14.0	13.5	13.5	13.5	13.5
Water Treatment	7.0	8.0	7.0	7.0	7.0
Systems Maintenance	31.0	29.0	32.0	32.0	28.0
Enviromental Services	9.0	9.0	9.0	9.0	9.0
Wastewater Treatment Plants	17.0	17.0	16.0	16.0	16.0
Meter Services	11.0	11.0	11.0	11.0	11.0
Plants Maintenance	10.0	10.0	12.0	12.0	10.0
TOTAL	99.0	97.5	100.5	100.5	94.5
TRANSIT FUND					
Transit-Operations	11.5	11.5	11.5	12.0	12.0
Transit-Administration	2.0	2.0	2.0	2.0	2.0
TOTAL	13.5	13.5	13.5	14.0	14.0
TOTAL ALL FUNDS	494.0	494.0	529.0	515.0	507.0
<i>Permanent Full-time</i>	<i>440.0</i>	<i>443.0</i>	<i>475.0</i>	<i>463.0</i>	<i>455.0</i>
<i>Permanent Part-time</i>	<i>8.0</i>	<i>7.0</i>	<i>5.0</i>	<i>5.0</i>	<i>5.0</i>
<i>Temporary Full-time</i>	<i>26.0</i>	<i>24.0</i>	<i>26.0</i>	<i>24.0</i>	<i>24.0</i>
<i>Temporary Part-time</i>	<i>20.0</i>	<i>20.0</i>	<i>23.0</i>	<i>23.0</i>	<i>23.0</i>
TOTAL ALL FUNDS	494.0	494.0	529.0	515.0	507.0

For the FY2005-06 Recommended Budget, the total number of positions for the City has increased by 21 over the previous fiscal year. The following table shows the changes.

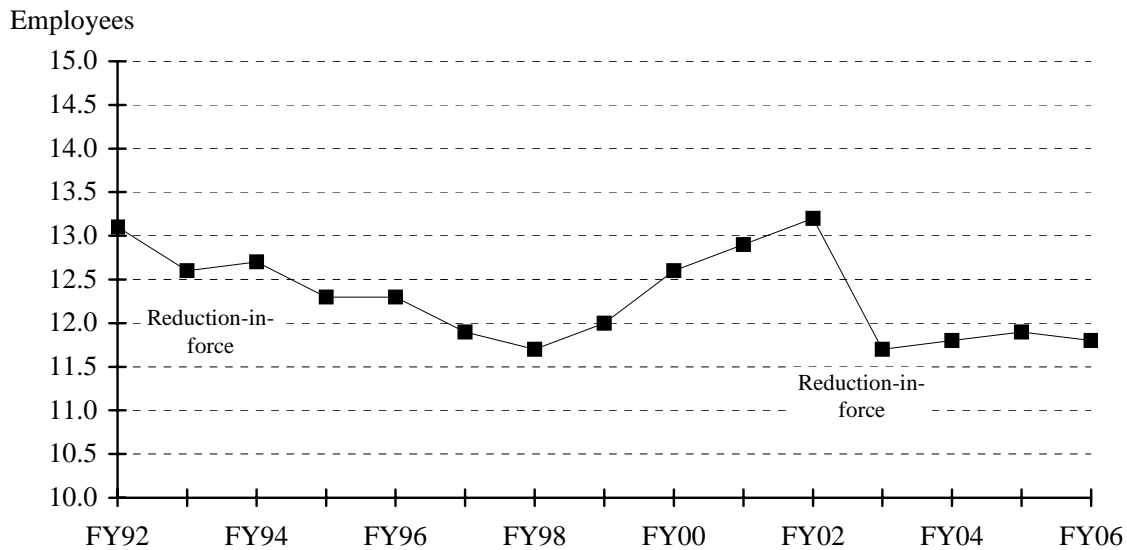
GENERAL FUND:	
Add two Customer Service Clerks	Management Services; for Utilities consolidation with China Grove & Landis
Transfer Management Analyst	Management Services; transferred from Police Department
Add B&G Maintenance Worker	Facilities Management; funded through elimination of a contract
Transfer Civil Engineer I/II/III	Engineering; transferred from Water & Sewer Fund for one-stop shop
Add two Police Officers	Police; added for 6/30/05 annexation
Add Finance Specialist	Police; to provide financial/clerical support to Police Administration
Add six Fire personnel at 4/1/06	Fire; to staff new Station 50
Add four part-time firefighters	Fire; to staff new Station 50
Add Equipment Operator	PS-Streets; added for 6/30/05 annexation
Add Solid Waste Equipment Operator	PS-Solid Waste Management; added for 6/30/05 annexation
Eliminate one permanent part-time Grounds Maint Worker	PS-Landscape Hurley Park; combine two part-time positions into one full-time position-Park Curator
Transfer balance (1/2) of Fleet Service Shift Supervisor funding	PS-Fleet Management; transfer all funding to Transit Operations; to leverage additional State Maintenance Assistance funding
WATER & SEWER FUND:	
Transfer Office Assistant	To Utility Management from Water Treatment
Transfer Utility Plants Manager	To Utility Management from Plants Maintenance
Transfer Civil Engineer I/II/III	From Utility Management; transferred to General Fund-Engineering for one-stop shop
Eliminate Engineering Intern	Utility Management
Add Assistant Systems Manager	Systems Maintenance
Add 3 positions-one supervisor and two technicians	Systems Maintenance; for Utilities consolidation with China Grove & Landis
Eliminate one part-time WWTP Operator	Wastewater Treatment Plant
Add two Plant Maint Technicians	Plants Maintenance; for Utilities consolidation with China Grove & Landis
TRANSIT FUND:	
Fund balance of Fleet Service Shift Supervisor funding	From General Fund-PS Fleet Management; to leverage additional State Maintenance Assistance funding

The General Fund has three positions frozen: one Police Telecommunications Supervisor and two Police Officers. The Water and Sewer Fund also has three frozen positions: one Utilities Maintenance Supervisor and two Utilities Maintenance Technicians. These positions are in the employee count, but are not funded.

Below are the positions not funded in the FY2005-06 Budget.

GENERAL FUND:	
<i>Two Customer Service Clerks</i>	<i>Management Services; for Utilities consolidation with China Grove & Landis</i>
WATER & SEWER FUND:	
<i>Assistant Systems Manager</i>	<i>Systems Maintenance</i>
<i>Three positions-one supervisor and two technicians</i>	<i>Systems Maintenance; for Utilities consolidation with China Grove & Landis</i>
<i>Two Plant Maint Technicians</i>	<i>Plants Maintenance; for Utilities consolidation with China Grove & Landis</i>

General and HUD Funds Full-Time Employees per 1000 Population



As mentioned in Section 1 under Trend Monitoring, the City monitors various trends. The above graph represents the number of full-time General and HUD Funds employees per 1,000 population. In FY1992-93 (FY93), City Council opted for a 20 position reduction-in-force as an element to balance the budget. Again, in FY2003 (FY03), City Council used a 33 position reduction-in-force/hiring freeze to counteract the effects of the Governor's actions and the stagnant economy.

RELATIONSHIP BETWEEN FUNCTIONAL AREAS AND FUNDS

	General/Special Revenue Funds			Enterprise Funds		
	General Fund	General Fund Capital Reserve	Entitlement (HUD)	Water & Sewer	Water & Sewer Capital Reserve	Transit
General Government	X	X				
Public Safety	X	X				
Transportation	X	X				X
Environmental Protection	X	X				
Culture & Recreation	X	X				
Community & Economic Development	X		X			
Education	X					
Utility				X	X	

PROGRAM MATRIX OF FY2005-06 BUDGET

Below is a matrix showing the relationship between the funds/departments and the program classifications. Although some departments may perform activities outside the program classifications as shown, the classifications show the predominant areas in which a department is involved.

	PROGRAMS							
	General Government	Public Safety	Transportation	Environmental Protection	Culture & Recreation	Community & Economic Development	Education	Utility
GENERAL FUND:								
City Council	X	X	X	X	X	X	X	X
Management & Administration	X	X	X	X	X	X	X	X
Human Resources	X	X	X	X	X	X		X
Management Services	X	X	X	X	X	X		X
Information Technologies	X	X	X		X	X		X
Purchasing	X							
Facilities Management	X	X	X	X	X	X		X
City Office Buildings	X							
Plaza						X		
Telecommunications	X	X	X	X	X	X		X
Planning/Community Development						X		
GIS		X	X			X		X
Development Services						X		
Engineering			X		X			
Street Lighting			X					
Police		X					X	
Fire		X					X	
Public Services Administration	X		X	X	X			
Traffic Operations			X					
Street			X					
Cemetery				X				
Solid Waste Management				X				
Waste Management-Other				X				
Landscape Operations					X			
Hurley Park					X			
Fleet Management	X							
Transportation			X					
Parks & Recreation					X			
Education							X	
ENTERPRISE FUNDS:								
Water & Sewer								X
Mass Transit			X					
SPECIAL REVENUE:								
Entitlement (HUD)						X		

SELECTED TELEPHONE NUMBERS

City Department Information	(704) 638-5270	<i>Recreation Programs/Info :</i>	
City Manager/Administration	(704) 638-5227	City Park Center	(704) 638-5295
City Clerk	(704) 638-5224	Civic Center	(704) 638-5275
Emergency	911	Hall Gym	(704) 638-5289
Management Services Department	(704) 638-5303	Lincoln Pool	(704) 638-5287
Fire Department-Business	(704) 638-5351	Miller Center	(704) 638-5297
Human Resources	(704) 638-5217	<i>Other :</i>	
Human Resources-Job Hot Line	(704) 638-5355	Animal Control	(704) 638-5333
Land Management/Development	(704) 638-5242	Business Licenses	(704) 638-5300
Police Department-Business	(704) 638-5333	City Bus Schedules	(704) 638-5252
Public Services Administration	(704) 638-5260	Garbage/Recycling	(704) 638-5256
Recreation-Administration	(704) 638-5291	Permits/Zoning	(704) 638-5210
Utilities Administration/Engineering	(704) 638-5205	Utility Account Services & Billing	(704) 638-5300

